

From the Army Acquisition Executive

Life Cycle Management Commands and the Industrial Base

Within the acquisition, logistics and technology (AL&T) community, our constant first priority is equipping the individual Soldier. Since March 2003, we have produced more than 400,000 sets of body armor. We have increased our industrial base capacity from making 1,200 sets of body armor a month to 25,000 sets per month. Today, no Soldier, Sailor, Airman or Marine enters combat without body armor. In the summer of 2003, we had fewer than 250 up-armored Humvees in *Operation Iraqi Freedom*. We have increased production from about 30 armored Humvees a month to more than 450. We have now manufactured more than 5,600 M1114s or up-armored Humvees to meet a growing requirement in theater of roughly 8,100 vehicles. In addition, we're hardening another 13,800 Humvees with Armor Survivability Kits (ASKs). As of Nov. 22, we have applied armor protection to nearly 1,500 medium and heavy trucks. It is our intention, with the help of Congress and industry, to armor all of the 30,000-plus vehicles in theater today.

We are very proud of the courage, steadfastness and professionalism of our Soldiers. We are also very proud of the continuing responsiveness of the industrial base in meeting the needs of our Soldiers. The defense industrial base has responded magnificently to meet urgent needs in *Operations Enduring* and *Iraqi Freedom*, and in other ongoing operations throughout the world. Providing body armor for our Soldiers is a great illustration of how our government challenged industry and industry responded superbly. The other exceptional example of industrial response is in adding slat armor and ASKs to our tactical and support vehicles.

Rapid Fielding Initiative (RFI)

Our RFI is another excellent example of industry's commitment to the Soldier. RFI ensures that all components deploy to Iraq and Afghanistan with the latest available equipment. In coordination with field commanders and Soldiers, RFI now provides Soldiers with more than 40 mission-essential equipment and clothing items, including the Advanced Combat Helmet and accessories, knee and elbow pads, close-combat optics, hydration systems and much more.

In Iraq, we see the enemy evolving in its response to our efforts to maintain peace. Attacks have become more sophisticated. Beginning with truck bombs and suicide bombers, we are now encountering remotely controlled mines, improvised explosive devices and well-planned assaults. Industry is playing a key role by rapidly fielding countermeasures to stay ahead of the enemy. Through RFI, we are able to equip Soldiers wherever and whenever necessary, providing improved force protection, mobility, situational awareness and lethality.



The paradigm is shifting though. Now, and in the future, the weapon systems and equipment we buy must be responsive to evolving and anticipated threats. We, along with our industry partners, must be agile enough to anticipate requirements and surge expedited contracting of services and fielding of equipment. In addition, we must take advantage of lessons learned and adjust the entire process to correct mistakes, overcome materiel weaknesses or procure commercially available products and components.

Life Cycle Management Commands (LCMCs)

Materiel development is a special challenge for an army at war, because we must not only anticipate and address future needs, we must meet pressing current demands. The health of our industrial base is the key to our success and will ensure our forces have the weapons and communications systems they need to dominate the full operational spectrum of conflict for many years to come.

It is imperative that we provide products to the Soldier faster, make good products even better, minimize life-cycle costs and enhance the synergy and effectiveness of our Army's AL&T community. To accomplish this, we are integrating significant elements of AL&T leadership responsibility and authority and enabling a closer relationship between the Army Materiel Command's major subordinate commands and the program executive offices. The life-cycle management initiative that is currently being institutionalized is designed to provide an integrated, holistic approach to product development and system support.

In early October 2004, we established the Aviation/Missile LCMC at Huntsville, AL. There are a number of excellent articles in this issue that will provide you with additional insights on this as well as other LCMCs. We are also establishing the Soldier/Ground Systems LCMC at Warren, MI; the Communications/Electronics LCMC at Fort Monmouth, NJ; and the Joint Ammunition LCMC at Rock Island, IL. Our plan is to grow the staffs and processes together.

We have program evaluation groups (PEGs) for the development and management of budgets in our separate functional areas — equipping, manning, installations, sustaining and training. What we are doing with our LCMCs is bringing the equipping and sustaining PEGs together. It makes good sense, and we are going to make this initiative work effectively over all program life cycles.

Claude M. Bolton Jr.
Army Acquisition Executive